**Questions for the Symbolic Frame:**  
  
Symbols carry powerful intellectual and emotional messages; they speak to both the mind and the heart. An organization’s culture is revealed and communicated through its symbols.   
  
**1) What was your role at ARMANI Exchange?**

- sales associate and cashier   
  
**2) From your experience working at Armani Exchange, is there a particular symbol that was used to convey what the company stood for, or was about?**

-clothes and style was stressed,

-the Armani logo is everywhere

-on the papers they printed on, on the pens, on the name tags  
  
**3) How about the store itself? (*For example: Perhaps there was a picture of Girogio hanging on the wall in an office? The Armani logo? A special lamp or a couch? etc.*)**- always a brand name, posters, manikins,

-there was no picture of Armani himself but the logo was really stressed

-the clothes and style was always updated (update every 2 weeks)  
**Customer Facing**  
- They use video wall /storyboard which show cases the general themes of the new looks they import. New lines are issued every 30 days   
  
  
**Myths, Vision & Values**  
  
**Myths**   
*Operating at a mystical level, are the stories behind the story .They explain, express, legitimize, and maintain solidarity and cohesion.*  
**4) During your training and throughout your tenure as a sales associate at Armani Exchange, were there ever any stories passed on to you as an EE? *(For example: Past sales associates’ successes, or failures? Reported appearances of Armani himself?)***

*- often compared to sales associate, the ones that did well were alwys called out*

*- the names of everyone got print out and posted on a cork board,*

*-top sales would get gift cards, incentives*   
  
**Values**  
Values are intangible. They define a unique distinguishing character. During your training or throughout your tenure as a sales associate at Armani Exchange  
  
**5) During your training and throughout your tenure as a sales associate at Armani Exchange, what was presented as the core values of the company?**

- brand name was everything,

- you had to sell the look,

- make as many sales as you can,   
  
**Vision**  
A vision offers mental pictures linking historical legend and core precepts to future events. “The essence of a visionary company comes in the translation of its core ideology and its own unique drive for progress into the very fabric of the organization”   
  
  
**6) During your training and throughout your tenure as a sales associate at Armani Exchange, were you ever afforded a vision explaining what the company was set out to achieve? It’s raison-d’etre?**

-sales goals,

-competition was displayed of other branches (always in competition with Parasuco across the mall),

- the sales of the downtown location given and compared,

- they sometimes had a DJ on sat nights,

-downtown location actually served alcohol at stores,

- Whated the customer to have an “experience” when they came to the store

- they did not want to be like any other store the “customers should have an experience they remember”

-this was done with the way you interacted with the employees and the atmosphere they entered   
  
**Heroes and Heroines**  
(For example: Visits by CEO, Designers, Giorgio?)  
Heroes and Heroines model corporate values they hope to instill in their EE’s. They are individuals whose words and deeds exemplify and reinforced important core values.  
  
**7) During your training and throughout your tenure as a sales associate at Armani Exchange, were you ever introduced to, or encouraged to aspire to be like a certain individual*? (For example: someone who started as a Sales Associate and is now head of some department)***

-the top seller was always stressed upon

- they made it feel like you should be like him/her

- manages from other locations always came in, (yorkdale, eatons centre )

-when doing grand opeing there was a high end manager that was sent from Europe,

**Stories and Fairy Tales**  
Storytelling has played a commanding role throughout history in disseminating knowledge. For example, consider the teaching of Jesus, the Buddha and Mohammed. Stories can serve to:

* Spark action
* Communicate who the company is–branding
* Transmit values
* Foster collaboration
* Share Knowledge
* Lead people into the future.

**8) Sometimes the character and actions of Heroes and Heroines are communicated through the passage of stories, like folk or fairytales. In your experienced was this a method used to communicate these themes to you?**

-NA  
  
**Rituals**  
Ritual is routine that “usually has a stable purpose, but one that invariably alludes to more than it says, and has many meanings at once”. Ritual connects an individual or group to something mystical, more than words capture.  
  
**9) During your training and throughout your tenure a sales associate at Armani Exchange, did you ever participate in any ritualistic type activities? (For example: having regularly scheduled meetings and tarting meetings off w/ the rehearsing of a mantra or song?**

-Yes

- there are company chants,

- somethmes you have to make up a song about the company, then dance to it,

-there was a huge focus on DJ TESTO (his CDs are sold there)  
  
**Metaphor, Humour and Play**  
Metaphors compress complicated issues into understandable images. Humor helps integrate, express skepticism, contributes to flexibility and adaptiveness, and signals status. Play relaxes rule to explore alternatives, encouraging experimentation, and creativity.   
  
**10) During your training and throughout your tenure a sales associate at Armani Exchange, did you ever experience the application of any of these themes in daily activities?**

-yes you had to participate in the singing and dancing, they liked people who were expressive

- there were always holiday themes,

-every month had a color, (maroon nov dec)  
  
**General Q’s**  
  
**11) What names were used to define the various roles people could play in the store setting.**

-managers were called by their first name, no strict definition of what to call them…

-but everyone knew their place  
  
  
**12) What names were customers given?**

-customers but you were encouraged to find out their name and refer to them as their name  
  
**13) What was involved in joining the Armani team?**

-you had to have customer service and sales experience… sales was everything to them   
  
**14) Was there any kind of specialized language used during your work tenure?**

-na  
  
**Re: Staff meetings:**  
  
**15) What was the frequency of these meetings?**

-not that often, however the 5 managers met ever week only for management   
  
**16) What was typically covered in those meetings?**

-not sure, I was not involved

-there was an orientation, went over everything from history of company to who everyone was   
  
**17) Who led them?**

-in the orientation 2 of the managers (5 managers in total)  
  
**18) Would all sales associates participate?**  
**19) Would all sales associates contribute?**  
**20) How were EE successes handled?**

-gift cards were always given for Armani,

-1.75% of commission if goals we met,

-3.00% if they were exceed goals,

-during Christmas they got gift cards, Armani umbrella, Armani purse, and Armani accessories   
  
**21) How were EE failures handled**?

-if the goals were not met you got no/very little shifts shifts, and min commission

**Do you have an employee handbook?**

**-got during orientation**

**-had to write things in there**

**-she will bring it tomorrow**